CONFIDENTIAL

FINLAND COMMUNICATIONS PLAN

December 30, 1991

2046533786

Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

The Aho communications plan comprises three tiers:

TIER I -- Finland

TIER II -- Key Nations (U.S.A., European Community Nations, Australia/New Zealand

TIER III -- PM International locations

This document is divided into the following sections:

TAB 1 -- Tier I Operations (page 1-6)

TAB 2 -- Tier II Operations (page 7)

TAB 3 -- Tier III Operations (page 8)

TAB 4 -- Messages

- o Finland (page 9)
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TAB 5 -- Implementation All Tiers (page 13-30)

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Tier I Finland

1. Decision Alert

As soon as the decision is announced by the court, a designated onsite PR operative equipped with a cellular telephone will call in the result to the PR War Room. The decision will be communicated to staff in the War Room who will then call designated individuals with the decision.

The onsite staff member with the above responsibility will then join the "huddle" of PR staff and attorneys as they decide what messages will be delivered to media. This information will then be called in to the PR War Room for distribution by phone to the designated parties.

2. Courthouse Steps Interviews

(A) After the decision is announced, defense attorneys and other designated members of the legal team along with designated PR staff will meet in a corner of the courtroom to decide upon the appropriate messages for media. To the extent possible, these messages will be derived from preliminary draft statements and the media training scheduled for January 30, 31.

(B) If print reporters are allowed in the courtroom but TV cameras are not, we will provide print media with spokespeople at a designated area inside the courtroom or in another suitable location near the courtroom. Print reporters will be notified of the availability of spokespeople via a media alert and by PR staff onsite prior to and after the verdict is announced.

(C) After messages have been finalized by the "huddle" team, a designated PR staff member will lead spokespeople to the prearranged location inside the courthouse to meet the print press. Each spokesperson will handle his own group of reporters to maximize accessibility. These interviews will last no more than 15 to 20 minutes.

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(D) If TV cameras are allowed in the courtroom, PR staff will do its best to encourage broadcast media to move outside the courthouse to predesignated locations and await the spokespeople. This is designed to accomodate print media's deadlines and provide TV with more space to work with spokespeople.

(E) After the 15 to 20 minute print interviews are completed, PR staff will inform reporters that the spokespeople are moving outside to accomodate TV news and then lead spokespersons to their designated spots outside the courtroom where they will meet the cameras. Print and radio reporters will undoubtedly follow and continue to ask questions, so spokespeople and PR staff must attempt to give priority to TV. Again each spokesperson will deal with individual groups of reporters. The spokespeople will be separated and will not provide comments to the same group of media at the same time.

(F) After 15 to 20 minutes of interviews on the courthouse steps, PR staff will call a halt to the questioning, remind reporters of the follow-up press conference and lead the spokespeople to cars waiting at the scene to take them back to the law firm's War Room for analysis of the opinion.

(G) No company officials or representatives except for legal and PR teams will be present at the courthouse.

3. Companies' Statement

The onsite PR operative assigned to call in the verdict and, later, the messages, will also have the reponsibility for writing the final press statement. After participating in the courtroom "huddle" and calling in the messages, the PR operative will immediately return to the lawfirm's War Room and write a draft press statement. This draft will be further adjusted after the analysis of the opinion is completed. Once this statement is approved, it will be faxed to the PR war room for retyping, copying and distribution to the news services, to media not attending the press conference and media that call in for interviews.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

4. Opinion Analysis

(A) Attorneys analyzing the opinion must understand that the primary objective at this particular juncture will be to prepare for the press conference which will be scheduled for 3:00 or 3:30 PM the same day (final time to be determined later). Time must be allotted for getting the spokespeople to the press conference site and for message development based on the opinion analysis to augment positions used at the courthouse steps. Specific passages from the opinion should be inserted into the statement and messages if appropriate.

(B) As soon as a copy of the opinion arrives at the law office War Room, copies for those who need it must be made. Several copiers in particular must be made available to PR or clerical staff so they can make copies for faxing to predesignated recipients around the world.

(C) The companies' statement, now in its final version, must be approved at this time for use by PR staff with media. Also distributed to interested industry parties.

(D) Opening statements for Stoy and Rettig, to be used to open the press conference, must also be written and approved at this time.

(E) Once all above activities are completed, spokespeople and PR staff will be taken by cars waiting on the street at the law office, to the press conference site.

5. Press Conference

(A) The press conference room will be manned at least 1.5 hours before the start of the press conference by two PR operatives. These operatives will be responsible for working with hotel staffers to make sure all arrangements are complete. This includes table, table cloth, water, glasses, chairs, microphone(s), PA, podium (if necessary), audience seating, electrical power needs, platforms (if available) for TV cameras, sign-in table blocking entrance, sign-in books, etc.

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(B) Upon arriving at the press conference site, spokespeople should be kept away from the media until just before the press conference begins. A senior PR staffer onsite will make that determination and alert spokespeople who will proceed to the front of the room and sit down. The PR staffer will call the press conference to order, explain what the press conference is for, introduce the spokespeople and explain that they, or one, will read an opening statement before taking questions. One or both spokespeople will read their/the statement and then field questions.

(C) Company officials should not be present at the press conference. All reporters must sign-in with their name and affiliation. Press conference should last from 20 to 45 minutes based on the situation. Adequate time must be allowed for the spokespeople to travel to the PR War Room to call back reporters for phone interviews. Senior PR staffer will call an end to press conference at the appropriate time.

6. Phone Interviews

(A) We expect to receive media calls by phone through the day as a result of the media alert we will send out early Feb. 6 and early reports of the decision. Directions will also be given that all calls to Stoy, Retting, NMA and Amer be referred to the PR War Room. All incoming calls will be logged and priortized for call backs. Callers who phone in prior to the decision will be told that spokespeople will be available at the courthouse and the press conference. Callers who phone in after the verdict will be told of the press conference and arrangements for call backs for interviews. The written statement will be offered to all and will be distributed when approved. The statement is not intended to replace an interview unless PR staff determines a particular outlet does not require an interview for priority reasons, lack of time, etc.

(B) Once the spokespeople arrive at the PR War Room from the press conference, each will be handed a number of "call sheets." Each call sheet will have the name of the reporter, his/her affiliation, time of call, deadline, questions he/she wants to ask. The spokesperson will

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then return these calls one by one and in order from two telephone lines dedicated to outgoing calls only. If a reporter is not available, the spokesperson will leave the phone number to one of the incoming lines. Each spokesperson will be provided a short instructional page for returning calls.

7. Follow-up Media

(A) The same spokespeople should be available to answer media inquiries and/or appear on TV/radio talk shows during the days immediately following the verdict. Again, these calls would be directed to a single source who would coordinate interview requests.

(We must determine how long these spokespeople will be willing to deal with the media on this subject. If necessary, alternative spokespeople from Amer should be prepared to fill this role.)

(B) Print op-ed articles with appropriate bylines should be prepared in advance. After appropriate changes are made and approved, the op-eds should be offered to key print media outlets and key legal journals.

(C) Conduct survey, sponsored by local newspaper, if appropriate, on subject of freedom of choice and personal responsibility.

8. NMA and Amer

NMA and Amer, when asked by media for their own views of the decision, should provide short, specific comments, verbally and if necessary on paper, and then refer inquires to the PR War Room for response by spokespeople.

9. Employee Communications

Each company, organization will draft an employee statement based on messages developed for media. These statements should be distributed to employees as soon as possible after the verdict.

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10. International Satellite Coverage

(A) We will have our own camera crews onsite at the courthouse and at the press conference taping our spokespeople at both events. After the press conference, the camera crew will go immediately to their studio to edit soundbites for inclusion with international feeds. A senior PR operative and/or attorney must approve.

(B) We will also send up prepared B-roll footage that provides context for the verdict.

11. Radio Acutalities

A radio feed (cassette distribution) will be carried out on the day of the verdict. The contents of the radio feed will be prepared in advance covering all scenarios.

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Tier II USA, European Nations, Australiza/New Zealand

1. The world in general will have access to our spokespeople through (A) foreign journalists and wire services based in Helsinki, (B) international satellite feeds emanating from Finland and (C) phone calls to the PR War Room in Helsinki.

2. The United States, European Community Nations and Australia/New Zealand will also have the following.

(A) Local spokespeople based in New York (USA), London (European Community Nations), and Sydney or Melbourne (Australia/New Zealand).

(B) Each team of spokespeople will be made available via satellite (for broadcast) and telephone (print/radio) in their respective nations or geographic regions.

For example, Chuck Wall of PM and Victor Schwartz would be available to handle U.S. media from PM/HQ in New York.

(C) Spokespeople for these assignments must be identified and confirmed then briefed and trained. Currently considering Phil Francis and Clayton Utz for Australia/New Zealand. No one yet identified for London/European Community Nations

3. The same B-roll footage but with local sound bites will be avaialable for use in each of these countries/geographic areas and will be part of the local satellite feed.

4. In the case of a loss, we will send up B-roll and media alerts for satellite interviews.

5. In the case of a win, we will be in a position to be proactive as well since all equipment and satellite time will already be secured and in place in case of a negative outcome. We need to arrive at a decision as to how proactive we want to be in a win.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Tier III Philip Morris

1. PM investor relations/financial must be briefed so they can communicate with analyst community.

2. About mid-January, PMI from Ryebrook, will send an issues alert to all offices with basic background information on the following:

(A) The Aho Case, the principal players, key dates, claims, PM's non-role in the case, timetables of events.

(B) Instructions on how to handle media inquiries

(C) Working statements for both scenarios, to be updated immediately after the verdict and opinion analysis. The statements will be short and will be basically the same for each area except for the information regarding differences in judicial systems.

(D) Short precis on differences in legal systems.

(E) Short backgrounder on history of tobacco litigation pointing industry track record, U.S. phenomenon.

3. On Feb. 6, all PMI offices will received updated and approved statements for media calls plus a reiteration of all instructions.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Messages -- Finland

Win: Common sense verdict

Reinforces view that manufacturers cannot be held liable for risks associated with a product that consumers of that product are aware of.

Freedom of choice, personal responsibility

Aurejarvi's misuse of judicial system to promote personal, social views/agenda.

These cases are about money, pure and simple.
Plaintiff attorneys are not going to get rich.

Lose: Verdict will be overturned on appeal

Industry has never paid any plaintiffs any damages.

Freedom of choice, personal responsibility

Aho exposed to other occupational risks

These cases are about money, pure and simple

(Note: These messages and the following draft statements will be adjusted based on the actual outcome and opinion analysis. Excerpts from the opinion will be used when and if appropriate.)

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

(Translation from Finnish; Draft/version I)

FOR INDUSTRY

The resolution of the City Court of Helsinki is the victory of common sense over sensationalism. It reinforces the view that manufacturers cannot be held responsible for the risks which might be associated with the products and which are known to consumers. The resolution supports the principle that all people are free to choose their lifestyles for which they are personally responsible. The plaintiff has continued smoking knowing, as every Finn does, that smoking is a health risk factor.

As far as we can see, the legal counsel of the plaintiff, professor Erkki Aurejärvi, has purposely exploited the plaintiff in a publicity campaign launched against the tobacco industry. In 1986 he announced that courts were convenient forums for seeking publicity. By contrast, we believe that the resources of our legal institution and the taxpayers' money should be used to serve more meaningful purposes, likely to promote obedience to laws.

For four years, professor Aurejärvi has abused the Finnish legal institution and the taxpayers' money on his American models. Since the 1950s, more than 300 lawsuits have been filed against the tobacco industry in the United States, none of them has resulted in damages awarded to the plaintiffs. The resolution adopted by the City Court of Helsinki today endorses the view that such court proceedings are unfounded and unfitting to the Finnish legal system.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

(Translation from Finnish; Draft/version II)

AGAINST INDUSTRY

The resolution of the City Court of Helsinki is based on numerous deplorable errors and misinterpretations. It is our firm view that the resolution will be reversed following an appeal in higher courts. Both Suomen Tupakka and Rettig will appeal against the resolution.

Since the 1950s, numerous lawsuits have been filed against the tobacco industry worldwide, but none of them has found the industry liable to pay damages. Therefore, we are convinced that our views will finally be proved correct also in Finland.

People who voluntarily start smoking - using their discretion - cannot transfer their responsibility for their own decisions to anyone else. Mr. Aho deserves all our sympathy. Yet, he has smoked of his own free will. Like all Finns, he has been aware of the health hazards associated with smoking.

The court has now allowed professor Aurejärvi to transfer this responsibility to someone else. The resolution will encourage lawyers seeking publicity - or extra earnings also in Finland to use the legal institution and basically well-meaning people to their own ends. The "americanization" of our legal institution in like manner would be detrimental to all. Next it may be the turn of the dairies to assume responsibility for the cholesterol content of their products. We believe that the resources of our legal institution and the taxpayers' money should be used for more meaningful purposes, likely to promote obedience to laws.

In our view, the court has assessed the medical evidence erroneously. This aspect is particularly significant since it was known that Mr. Aho had been exposed to several occupational health risks. In addition, he has had other health-related problems which may have contributed to his diseases.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Messages -- USA, European Community Nations, Australia/New Zealand and Philip Morris offices

Win: Verdict is in keeping with previous verdicts involving tobacco and health litigation where not a single plaintiff has been paid damages.

Concept of freedom of choice, personal responsibility prevails.

These suits are about money, and plaintiff attorneys should realize they are not going to get rich trying these cases.

Loss: Verdict will be appealed.

No damages ever paid by industry in the long history of tobacco and health litigation

Freedom of choice and personal responsibilty

Has no impact locally because of differences in judicial system.

These suits are about money, pure and simple.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Implementation -- General

- Determine staffing needs, make assignments
- Make provisions for team meetings to go over all assignments
- Write short backgrounder on Aho case
- Write short backgrounder on history of litigation in general
- Establish all approval processes

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Implementation -- Finland (General)

- o Determine and confirm law firm and PR War Rooms
- o Assemble appropriate equipment for War Rooms
  - Copy machines
  - Incoming/outgoing fax machines
  - Incoming/outgoing telephone lines
  - Word processors, printers
  - Clerical staff, assignments
  - Stationery, incidentals
- o Establish local approval process
- o Determine cellular phone needs, get equipment
- o Determination transportation needs, reserve
- o Determine best transportation routes
- o Collect all pertinent telephone, fax numbers
- o Media training, January 30, 31
  - o ID trainees
  - o Create program
  - o ID staff

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Implementation Tier I Finland

1. Decision Alert

- o Designate onsite operative and assign to call in verdict via cellular phone, then call in messages to PR War Room, write statement
- o Designate person in PR War Room to receive verdict, messages calls
- o Determine personnel for communicating verdict and messages to those who need to know worldwide
- o Assemble names, phone numbers, fax numbers of those who should be alerted to verdict, messages; alert in advance re: communication procedures, timing
- o Determine who, how for communications to PM International

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

2. Courthouse Steps Interviews

- o Prepare and brief foreign journalists in advance
- o Prepare media alert; determine timing and logistics for release (prior to verdict, at courthouse)
- o Designate area in courtroom for "huddle"
- o Determine who participates
- o Designate area for courthouse interviews with print
- o Designate area for courthouse steps interviews with TV
- o Determine PR staff needs, ID personnel and make assignments
- o Establish onsite approvals process

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

3. Companies' Statement

- Make sure writer has all necessary equipment
- Establish process for opinion analysts to impart their findings to writer
- Determine what parts of opinion can be used in future statement and ongoing messages
- Establish approval process
- Determine in advance who should receive statement; research and list in advance; identify operatives and means for distribution

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

4. Opinion Analysis

- Ensure that sufficient copies and copying machines are available to produce needed number of copies
- Determine in advance who is to get copies of opinion; list names, fax machines and telephone numbers
- Provide for sufficient equipment needs (adequate number of fax machines)

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

5. Press Conference

- Determine location, book room
- Determine and order room accessories (tables, sign-in books, camera platforms, electrical supplies, etc.)
- Determine staffing needs; ID personnel and assign tasks
- Determine who will host press conference; script intro
- Designate writer for spokespeople opening remarks

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

6. Phone Interviews

- Determine staffing needs, ID operatives, make assignments, provide instructions, direction
- Designate incoming, outgoing telephone lines
- Design, produce "Call Sheets"
- Establish and provide referral procedures for Stoy, Rettig
- Instruct switchboards and operators
- Establish "media contact"
- Determine incoming, outgoing fax machine needs; requisition equipment
- Determine who priortizes calls
- Provide call back instructions to spokespeople

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

7. Follow-up Media

- o Ensure that Stoy, Rettig, NMA, Amer know to refer follow-up media requests to PR War Room or specific PR contact or agency
- o Draft Op-eds, determine by-lines; secure approval for early and immediate placement efforts; determine target placements who is to do it
- o Determine timing, procedures for "free choice/personal responsibility" poll and publicity
- o Determine spokesperson roles for Amer, NMA if appropriate and necessary

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

8. NMA and Amer

- o Draft statements for NMA and Amer; determine who delivers
- o Establish and provide referral procedures
- o Determine who will handle media calls
- o Provide written direction
- o Determine who receives calls from media at these locations
- o Determine what, if anything, Amer needs to provide financial community; decide who, how to handle

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

9. Employee Communications

- Designate operatives to handle this assignment within each company, organization
- Coordinate writing, distribution

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10. International Satellite Coverage

- o Gain approval for B-roll; determine elements and produce
- o Review logistics with R. Frisch
  - Courthouse and press conference camera crews
  - Editing, production facilities
  - Transportation needs
  - Distribution points in and outside Finland
  - Telephone numbers, fax numbers, personnel, locations

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

11. Radio Feed

- Designate operative to oversee, supervise
- Determine logistics

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Tier II USA, European Community Nations, Australia/New Zealand

o ID spokespeople for each area

- USA: Chuck Wall, Victor Schwartz

- European Community Nations: To be determined

- Australia/New Zealand: To be determined (Clayton Utz, Phil Francis

o Provide media training/rehearsal

o Provide directions, logistics for all spokespeople

o Establish communications, system for final briefing of at time of verdict

o Establish broadcast facility, satellite needs; book

(Note: See memo from R. Frisch that follows)

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

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VISNEWS
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NBC REUTERS BBC

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TO: Victor Han

DATE: 23 December 1991

FROM: Richard Frisch

TELEPHONE: (212) 698-4554

Re: Finland Verdict Broadcast Media Response

The following is a plan that details what is needed and the mechanisms to put in place for a reaction on February 6 to a verdict in the Finland Product Liability case.

In the case of both a win or a loss the same technical elements have to be organized. We have to be ready with a video news package, crews, a facility for editing in Finland, and an uplink out of Finland, the US and Australia. We need studios in Europe, the US (PM Headquarters) and Australia and Satellite links. The master control and overall project management will be out of London.

1) In the scenario of a win:

A) Transmit news package to Australia/New Zealand and through Europe for inclusion in news feed packages and directly to broadcasters and TV stations in the US.

B) The news packages submitted should include soundbites, footage from the court house and the documents. It should be a b-roll only.

C) All of this activity will be handled in both Finland, New York and overall coordination by myself either in London or Helsinki.

These b-roll packages will promote news coverage and aim to achieve a balanced story.

D) Spokespersons can be made available in and including

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Europe, US and Australia to promote the win if desired.

E) We will monitor all news coverage of the verdict for Europe and other international locations including the 4 US networks and assist in offering our b-roll. We will monitor feeds, contact European and Australian broadcasters through our bureaus and stay in touch with the US networks for coverage and if coverage is planned inject industry package (B-roll and or live interviews).

In the case of a loss verdict:

1) We will be prepared to react anywhere in the world based on our overall set-up within 1 hour of the verdict.

2) We will have a b-roll ready to transmit throughout Europe for inclusion in feeds & direct to broadcasters and to the US and Australia with local soundbites. We will monitor loss verdict to make sure the industry is represented and a balanced story is achieved. This will be done with injecting our news packages.

3) Satellite link-up of interviews for Europe, for Australia and for US.

COST:

I. Creative:
Production & Project Management - overall management and compilation of worldwide response win or loss. $ 25,000

II. Production of Win or Loss B-Roll: 23-30,000

2-3 days shooting soundbites, courthouse.
Edit prior to verdict
Edit for verdict out of Finland

Local soundbite inclusions & local edit each 5,000

III. Transmission/distribution of News Package (Win or Loss): (20 minute package) via satellite

Europe (Finland):

through Europe (5,000 + 19,500)	24,500
to US (4,500 + 9,500)	14,000

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

to Australia (4,000 + 14,000)	18,000

IV. Satellite Tour: Uplink & Downlink from locations

A)	Europe to Europe (2 1/2 hrs.)	Est. 40-60,000
B)	US (4 1/2 hrs.)	Est. 20-25,000
C)	Australia (3 hrs.)	Est. 10-20,000

* Additional interviews might be needed at other times to satisfy broadcast requirements.

Visnews Bureau Coordination	5,000 per Bureau
Production Manager each location	500
Estimated Total =	**$ 175,500 - 225,500**

NOTE:

1) Facilities and satellite transmission needs to be booked immediately in Finland and throughout Europe. There is a great demand for a limited number of facilities and satellite transponders.

2) Satellite time in Australia/New Zealand is difficult to come by for a dedicated occasional use transponder - we need to secure it quickly.

3) Research needs to begin as to the best means of distribution of the satellite tour and news packages. Interview programs have to be researched on a preliminary basis.

4) The news feeds refer to Eurovision, Visnews, ITN, Japan Feeds, CNN.

SUMMARY:

This plan is designed for any possible scenario covering Europe, the US and Australia/New Zealand. The plan can be implemented within one-hour and will monitor and cover all aspects of the electronic media response to the verdict.

On February 6th no matter what is decided, we will be ready to go. The quicker we begin the fewer hurdles to overcome.

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000

Tier III Philip Morris

- o Prepare backgrounders
  - Aho Case
  - Litigation history
- o Prepare instructions on media inquiries
- o Prepare preliminary statements
- o Prepare/provide precis on differences in judicial system
- o ID spokespeople
- o Meet with PM investor relations/financial for briefing
- o Coordinate with TI and other international industry associations
- o Coordinate activities with other members of industry
- o Alert all U.S. offices re: media call referrals in U.S.; determine who calls should be directed at PM Companies

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Source: https://www.industrydocuments.ucsf.edu/docs/yhbj0000